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CENTRAL INTELLIGENCE AGENCY

INFC 25X1 REPORT

COUNTRY USSR

DATE DISTR. **5 May 54**

SUBJECT Sources from which Directors of Enterprises
and Organizations Can Obtain Specialists for NO. C
Industrial Scientific Research and Technical Work

NO. OF PAGES 3

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NO. OF ENCLS.
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SUPPLEMENT TO
REPORT NO.

DATE OF

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1. This report deals with the question of how directors of enterprises and organizations hire specialists for scientific research and technical work, mainly those specialists graduating from higher educational institutions, local or otherwise.
2. First of all it is necessary to take into account the fact that the majority of specialists in the USSR are not hired as a result of private initiative either on the part of the specialist or of the director of the enterprise. Specialists in the Soviet Union are distributed among the places of employment according to a plan which is made by the directors of the ministries or of the head directorates regardless of the wishes of the specialists or of the directors of enterprises. Also, in the distribution of specialists among the various enterprises and organizations, it is not the factor of physical location of the educational institution but the factor of its organizational subordination which is taken into account. Let us see how this works in actual practice.

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the majority of higher technical educational institutions in the USSR are under the control of the various ministries. Only teacher-training institutions and universities are under the Ministry of Higher Education of the USSR. (The Ministry of Higher Education of the USSR was reestablished by an order of the Presidium of the Supreme Soviet of the USSR dated 16 Mar 53). Specialists completing higher technical training institutions are directed to work by the head directorates of personnel of the ministries having control over the enterprises and organizations in question. Basically, the principles governing the distribution of specialists among places of work are:

- (a) Departmental indication, that is, specialists are sent only to those enterprises or organizations which are governed by the same ministry that operates the educational institution from which they (the specialists) have graduated. For example, specialists completing the marine engineering division of the Leningrad Higher Maritime School cannot be sent to work in the system of the Ministry of the Petroleum Industry.
- (b) The need for specialists in a particular enterprise or organization and the extent to which specialists are actually used in practical work by the enterprise or organization. These factors are established by the ministries without regard to the personal wishes of the specialists.

an example. The majority of higher technical education institutions are concentrated in the oblast and industrial centers of European USSR. However, the majority of specialists graduating from these institutions (up to 90%) are sent to work in the Ural region, Siberia, the Far East, the Sub-Arctic and rural areas. one more concrete example. In the Soviet Union there are five maritime higher education institutions, two in Leningrad, two in Odessa and one in Vladivostok. However, a very small number of specialists completing the institutions in Leningrad and Odessa are assigned to work in those places. About 90% of these specialists are sent to work in the Caspian, Arctic and Far Eastern basins. The only exception here is the Vladivostok Higher Maritime School which sends the majority of its specialists to work in the Far East (although not in Vladivostok) mostly in Sakhalin, Kamchatka and the Chuckchee Peninsula. not believe that any significant number of specialists graduating from higher maritime educational institutions are sent to serve in the navy.

4. In order to determine what percentage of specialists graduating from institutions are hired by local enterprises or organizations and what percentage are sent to other areas for employment it is necessary to approach each case individually. For example, in Astrakhan there are nine enterprises and organizations of the merchant fleet, seven of the river fleet and also enterprises and organizations of the petroleum and fishing industries. However, in the city there is not a single maritime, river or petroleum institution of higher education. Specialists for these enterprises are brought in from other places (for the merchant fleet mostly from Odessa, for the river fleet mostly from Gorki and partly from Leningrad). Here the fishing industry is an exception because there is the Astrakhan Fishing Higher Technical Education Institution which does send some of its specialists to work in the local fishing enterprises. But even so about 70-75% of the specialists are sent to work in other localities.
5. In the enterprises and organizations of the merchant and river fleet in the town of Gurev the specialists are taken from other localities (for the merchant fleet mainly from Odessa and for the river fleet mainly from Gorki).

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